

THE STRATEGIC PLANNING FRAMEWORK

**Performance measures need to be tightly aligned to a strategic framework
–a framework that lays out an agency’s purpose, goals, and the specific
outcomes it is charged with accomplishing.**

	Strategic Plan Elements	Definitions	Examples
<i>What is our public purpose?</i>	Statutes/Enabling Legislation	Legislated public purpose, legislated activities	DHS
	Mission	A statement of the agency’s purpose: what does it do, why, and for whom?	To provide social services, income maintenance, public health and medical services to Maine families so that they achieve their optimum independence, health & safety.
	Goals	Outcome-based policy statements of future ends desired by the agency	To ensure the safety and well-being of Maine’s children and families.
	Objective	Specific, measurable outcomes to track whether the agency is making progress towards its goals.	Increase the percent of Maine children who are protected from abuse and neglect.
<i>How are we going to accomplish it?</i>	Program Strategy	Methods for achieving the objectives	0307 Foster Care: Provide supports and services for children in the Department’s care or custody while permanent placements are being made.
<i>How do we know if we’re successful?</i>	Performance Measures	Quantifiable indicators of effectiveness and efficiency	25 percent of foster care children who remain in the department’s care for 36 months or less 25 percent of families where intervention has occurred which require no further intervention 25 % of family safety assessments completed within 24 hours 25 percent of children in family foster care settings as opposed to residential or treatment facilities 25 percent of foster homes licensed in compliance with state standards

TYPES OF PERFORMANCE MEASURES

Performance measures can be categorized into specific types. Each type of measure provides information about some aspect of the program or service.

Input measure: A measurement of the financial and nonfinancial resources that are applied when providing services.

- ~~✍~~ the amount spent on recycling collection;
- ~~✍~~ the amount of work time expended on recycling collection

Output measure: A measurement of the activities or work performed by a government unit. It also measures the quantity of services provided that meet a certain quality standard (sometimes referred to as *Output Quality*). Outputs are typically under the control of government managers.

- ~~✍~~ tons of recyclables collected
- ~~✍~~ percentage of curbside recycling containers picked up on time

Efficiency Measure: A measurement of the resources used per unit of output. A subset of efficiency measures is a *Productivity Measure*, which is a measurement of the staff resources used per unit of output.

- ~~✍~~ cost of recyclable collection per ton
- ~~✍~~ cost of recyclable collection per household
- ~~✍~~ tons of recyclables collected per full-time collection worker

Service Measure: A measurement of the customer satisfaction with the outputs or an assessment of the quality of the service/program by its users (*Service Quality*).

- ~~✍~~ residents' satisfaction with recycling collection service
- ~~✍~~ percent of residents who indicate that the recycling collection service is convenient

Outcome measure: A measurement of the results that occur, at least in part, because of government services provided. This may include initial, intermediate, or long-term outcomes. Outcomes are frequently not fully controlled by government managers.

- ~~✍~~ percent reduction in waste being landfilled
- ~~✍~~ percent reduction in mercury air emissions from waste incineration
- ~~✍~~ percent reduction in mercury contamination of lakes and streams

Cost Effectiveness Measure: A measurement of the resources used per unit of outcome.

- ~~✍~~ landfill cost avoided per ton
- ~~✍~~ cost per percent point reduction in mercury air emissions

Explanatory Measure: A measurement of factors related to the service being provided that may affect the reported performance.

- ~~✍~~ tons of waste imported from other jurisdictions
- ~~✍~~ avg. per-ton market price for recyclables

Range of Outcomes

One Example for an International Trade Office

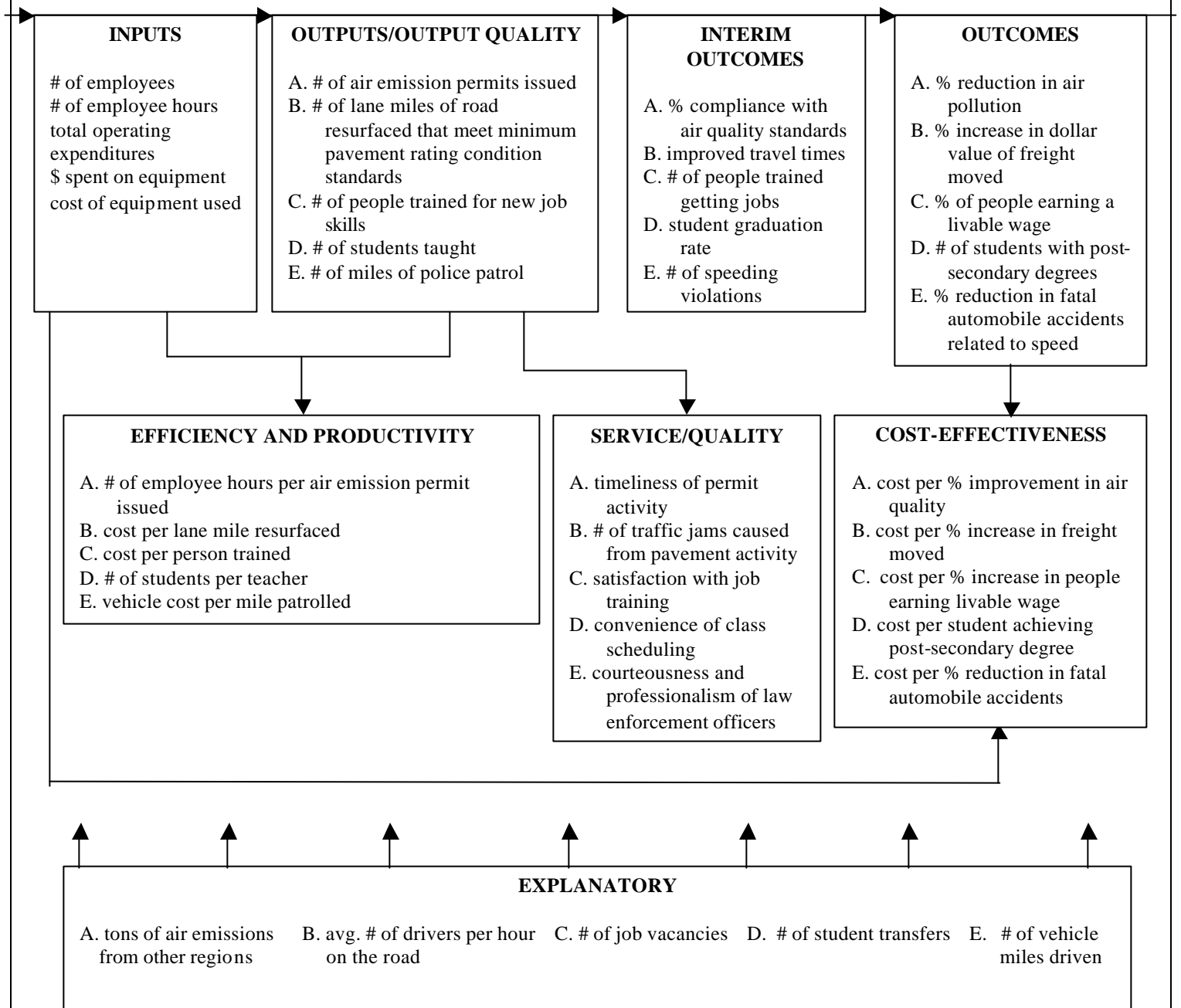
Initial Outcome– number of firms deciding to export products

Intermediate Outcome– number of firms delivering a product to a foreign market

Long-term Outcome–number of firms adding new, export-related jobs

SEQUENCE OF PERFORMANCE MEASURES

Performance measures generally track the sequence of an agency's action: from what it invests to what it produces to the results it achieves. For budget and policy discussions, agencies should focus on output, efficiency, and outcome measures.



Source: Adapted from *Performance Measurement: Getting Results*. Author Harry Hatry. The Urban Institute Press: Washington, D.C., 1999, p. 24

Performance measures provide information to decision-makers to hold public agencies accountable for results, to enhance decision-making, and to improve service delivery.

WHAT PERFORMANCE MEASURES TELL US

- ?? Are we achieving our public purpose as defined by our goals and objectives?*
- ?? What policy issues do we face?*
- ?? What are our priorities?*
- ?? How efficient and effective are we?*
- ?? What performance improvements are needed?*

WHAT PERFORMANCE MEASURES DO NOT TELL US

- ?? Why is performance at the level it is?*
- ?? What factors impact performance?*
- ?? How can performance be improved?*
- ?? What level of performance can we afford?*

QUESTIONS FOR POLICY-MAKERS

- ?? Are the performance measures consistent with statutory direction?*
- ?? Are the priorities reflected by the performance measures appropriate?*
- ?? What is an acceptable level of performance?*
- ?? Is a shift/change in policy or resources warranted?*